

**BY ORDER OF THE SECRETARY
OF THE AIR FORCE**



AIR FORCE MANUAL 34-228

1 APRIL 2002

Incorporating Change 2, 25 March 2010

Services

**AIR FORCE CLUB PROGRAM
PROCEDURES**

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Supersedes: AFMAN 34-128,
19 April 2001

Pages: 37
Distribution: F

This manual implements Air Force Policy Directive (AFPD) 34-2, *Air Force Community Service Programs*, and Air Force Instruction (AFI) 34-272, *Air Force Club Program*. It outlines procedures to administer and operate Air Force clubs. It applies to all types of Air Force clubs including those operated by the Headquarters Air Force Reserve Command (HQ AFRC). A major command (MAJCOM) may supplement this manual. Send drafts of command supplements to HQ Air Force Services Agency, Clubs Division (HQ AFSVA/SVIC), 10100 Reunion Place, Suite 501, San Antonio TX, 78216-4138 for approval before publication. Furnish a copy of the final publication to HQ AFSVA/SVIC and Headquarters United States Air Force (HQ USAF/ILVP) 1770 Air Force Pentagon, Washington DC 20330-1770. This instruction directs collecting and maintaining information subject to the Privacy Act of 1974 authorized by 10 U.S.C. 8013, Secretary of the Air Force. System of records notice F065 AF SVA A, Nonappropriated Fund Instrumentalities Financial System, applies.

SUMMARY OF REVISIONS

This revision incorporates Interim Change IC 2002-1. This interim change deletes the requirement to use AF Form 1216, Food Handler Training Certificate, which is obsolete. It requires the supervisor of each employee who serves or handles food and/or beverages to document food handlers training in the employee's work folder in the comments section of the Supervisor's Employee Brief. Interim Change (IC) 2002-01 entirely replaces paragraph 9.2 A "I" indicates revisions from the previous edition.

This interim change is to update the guidance for handling special function pro-rata sheet submissions, dishonored checks, declined/denied charges, and uncollectible special functions, AFMAN 34-228, AF Club Program Procedures, paragraph 5.18.2 is hereby appended with the following paragraph:

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Chapter 1

CLUB MEMBERSHIP ADMINISTRATION

1.1. Membership Management. The club manager:

1.1.1. Ensures individuals applying for membership complete a preprinted membership application.

1.1.2. Does not accept applications that are altered in any way by the applicant.

1.1.3. Verifies the applicant is eligible for club membership, in accordance with AFI 34-272, Air Force Club Program.

1.1.4. Explains to applicants that they receive the type card for which they qualify, as determined by the contract financial institution.

1.1.5. Ensures membership applications are processed in a timely manner using the procedures contained in AFSVA Program Training Aid CL-15, Club Membership Card Program User's Guide, and Club Works User's Guide. (This program training aid is available in the club section of the Services Agency web page at <http://www.afsv.af.mil>. The Club Works User's Guide is available at <http://www.club-works.com>.) Follows up with the Nonappropriated Fund Accounting Office (NAF AO) on pending applications, to ensure their portion of the process is completed on time.

1.1.6. Ensures staff members understand and can explain the membership transfer process for permanent change of station (PCS) moves. (See AFSVA Program Training Aid CL-14, Procedures for Transfer of Club Membership. (This program training aid is available in the club section of the Services Agency web page at <http://www.afsv.af.mil>.)

1.1.7. Accepts member resignations, following the procedures in Program Training Aid CL-15.

1.1.8. Ensures resigning members are informed that they must turn in all club membership cards issued to themselves and their family members. See Program Training Aid CL-15 for procedures. This program training aid is available in the club section of the Services Agency web page at <http://www.afsv.af.mil>.

1.1.9. Doesn't allow eligible nonmembers to pay a one-time door charge for entrance to a club-sponsored program or entertainment.

1.1.10. Maintains an official record of all club members which, at the minimum, includes: name, grade, home phone number, duty phone (if applicable), current home address, category (active duty, retired, etc.), account number, and monthly dues rate. Obtain this information from the Reports function of the Club Works software at <http://www.club-works.com>. See the Club Works User's Guide on the Club Works web site for instructions. Protect this information in accordance with the Privacy Act.

1.1.11. Reviews the Club Member dues report monthly and initiates actions necessary to ensure members are charged the correct dues amount. Obtain this information from the Reports function of the Club Works software at <http://www.club-works.com>. (See the Club Works User's Guide on the Club Works web site for instructions.)

1.1.12. Upon request provides a 180-day complimentary membership to any retiring Air Force active duty, Reserve, DoD civilian, and NAF regular employee. The retiree must obtain the complimentary membership within 90 calendar days after his or her retirement date. For details on processing these 180-day complimentary memberships, see Program Training Aid CL-15.

1.1.12.1. The retiree must receive a club membership card with no dues payable for 180 calendar days, and full benefits, including charging and check cashing privileges. The retiree may not be granted this complimentary club membership at more than one installation at the same time.

1.1.12.2. The club manager notifies the retiree, when he or she signs up for the complimentary membership, that after 180 days, normal membership dues will be charged to their account.

1.1.12.3. Begins charging the appropriate membership dues to the retiree's account after expiration of the 180-day period, unless a resignation is received. If the retiree resigns on or before the end of the 180 days, do not charge dues.

1.1.13. Proposes the dues rate structure for approval of the installation commander. For dues policy see AFI 34-272.

1.1.14. Ensures charges and prices for all goods and services are standard to all, including official functions and community relations events.

1.2. Membership Cards. Having a valid membership card is a condition of membership. A standard Air Force-wide club membership card is issued to members through the services of a contract financial institution. Club membership cards issued by the contract financial institution are the property of the contractor. Members receive the type of club card for which they qualify, as determined by the contract financial institution. See AFI 34-272 for policy on membership cards.

1.2.1. Suspension of Membership Privileges. There are a number of reasons to withdraw membership privileges, i.e., financial irresponsibility, infractions of the rules governing good order and discipline, and pending judicial action (court-martial). In any of these cases, depending on the circumstances, the Services commander or the member's squadron commander may suspend or withdraw membership privileges. This includes suspension or withdrawal of membership privileges from any member for cause. The result is either suspension of membership (temporary) or closure of the applicable account (withdrawal of membership privileges). For termination of membership on proprietary accounts, initiate action through the NAF AO to collect the entire balance due on the account.

1.2.2. Temporary membership cards are authorized only for members who have completed a membership application and are waiting to receive their permanent membership card.

1.3. Guest Procedures. See AFI 34-272, Chapter 1, for policy on guests. Nonmembers and their families who are eligible for membership in the club may not attend as guests except as described in paragraph 1.5.4 The member assumes full responsibility for the guest's conduct and any indebtedness to the club. The club manager uses the following procedures:

1.3.1. An operating instruction (OI) must explain the privileges and conditions under which guests and employees can use a club.

1.3.2. An officially sanctioned function involving officer and enlisted personnel and their civilian equivalents may be held in the officers' or enlisted club.

1.3.3. A former club member whose membership was terminated because of failure to pay a debt to the club is ineligible to be a guest.

1.4. Reciprocal Privileges. See AFI 34-272, Chapter 1.

1.5. Other Types of Authorized Patrons, Privileges, and Limitations. See AFI 34-272, Chapter 1.

1.5.1. The installation commander or designated representative approves requests for use of the club by civic and civilian nonprofit organizations.

1.5.2. Members may not schedule or sponsor functions for, or in the name of, nonmember friends, associates, or commercial civilian firms.

1.5.3. The installation commander or designated representative approves requests for Reserve Officer Training Corps (ROTC) cadets and Civil Air Patrol (CAP) personnel to use club facilities for organized social functions.

1.5.4. A club member may make arrangements for on-base community service organizations to use club facilities for noncommercial meetings and special functions. Either the member or the organization must pay any applicable room set-up fee or service charge. A member of the community service organization who is not a member of the club, may not use the club other than to attend the organization's function.

Chapter 2

PERSONNEL MANAGEMENT AND TRAINING

2.1. Personnel. The NAF personnel management system is covered in AFI 34-301, Nonappropriated Fund Personnel Management and Administration, and AFMAN 34-310, Nonappropriated Fund Personnel Management and Administration Procedures. The club manager must comply with these directives and any requirements contained in union negotiated agreements that cover NAF club employees. The club manager must also know local laws, the Status of Forces Agreement (SOFA), and foreign government laws that affect US and foreign national employees.

2.1.1. Performing personnel administration, the club manager:

2.1.1.1. Must develop position descriptions or guides for all employees (coordinate these with the base Human Resource Officer). Use the Air Force standardized position descriptions (AF SPDs) or guides (SPGs) developed by HQ AFSVA/SVXH as a guide. Give each employee a personal copy during orientation and brief him or her on the contents. AF SPDs and SPGs are available for review at the servicing Human Resources Office.

2.1.1.2. Coordinates with the labor relations section in the appropriate personnel office before changing and publishing any employee rules.

2.1.1.3. Provides employees a set of "employee rules." Publish them as a handbook, brief employees, and have the employees acknowledge receipt with a signature.

2.1.1.4. Creates an incentive award program supporting, but not limited to, the programs covered in AFI 34-301 and AFMAN 34-310.

2.1.1.5. Documents the employee meal policy and procedures in an OI. In overseas areas make sure local national employees receive free meals as required by foreign government laws, host country agreements, or the SOFA. In other areas only provide free meals when it is determined to be in the best interest of the club. When a free employee meal program exists, the manager must determine which menu items or specially prepared dishes are available to employees at no cost. Where employees are offered a discounted price on meals, that price must not be less than cost. When employees are offered reduced prices, limit the selection to specific menu items. Ring up free employee meals through the Point of Sale (POS) system as "Complimentary items," properly titled as "Employee Meals." Ring up discounted employee meal sales through the POS system as "Promotional items," properly titled as "Employee Discount." Discounted employee meals are absorbed in the cost of goods sold. For accounting instructions see Program Training Aid NA-16, Recording Cost of Employee Meals, AFI 34-209, Nonappropriated Fund Financial Management and Accounting (will convert to AFI 34-409), and AFMAN 34-214, Procedures for Nonappropriated Fund Financial Management and Accounting, (will convert to AFI 34-414).

2.2. Training. The flight chief responsible for clubs must:

2.2.1. Include training costs in club operating budgets. Ensure club managers and employees are adequately trained to perform their assigned tasks.

2.2.2. Enroll club managers and employees in Air Force or Department of Defense training programs.

2.3. Employee Skills Training. The club manager must accomplish scheduled on-premise employee training at least quarterly. Document all training completed by each employee using AF Form 971, Supervisor's Employee Brief. Use the standard Work Qualification Training Plan (WQTP) for each position within the club. The Club Operations Guide contains useful information on employee training. It is available in the club section of the Services Agency web page at <http://www.afsv.af.mil>. Where available, obtain training assistance and advice from the local Services squadron/division training manager. In addition, club managers are encouraged to take advantage of appropriate and cost effective training available from civilian sources. For detailed information on training see AFI 34-254, Services Education and Training.

2.3.1. The Services commander or division chief may approve use of NAFs to pay tuition, registration fees, books, rental charges, and temporary duty (TDY) costs for employees to attend courses in management, food preparation, culinary arts, food service, and other club related subjects. An employee service agreement (normally one year) must be signed to ensure the club receives a return on this investment. See AFI 34-301 and AFMAN 34-310.

2.3.2. For membership in professional organizations, see AFI 34-201, Use of Nonappropriated Funds (will convert to AFI 34-403).

2.4. Labor Cost Controls. Use the standard Air Force automated labor management system for scheduling employees. Control of hours worked is the most critical variable in labor cost control. The Golden Eagle Club Standards, (available on the Services Agency web site at <http://www.afsv.af.mil>), provide guidelines on the maximum acceptable labor cost as a percentage of sales. However, the "right" amount of labor depends on the volume of business (number of customers), skill level of the staff, the complexity of the menu, and the service standards. Conduct an analysis of hourly sales and labor cost. See Club Program Training Aid CL-2, Controlling Labor Costs, for details on the management reports available from the standard automated labor management system. Use the management reports generated by the standard POS system to review daily sales by revenue center and time of day. Compare this to labor used each hour. See the Club Opening Plan, Part 1 and Part 3 for a detailed explanation on how to determine staffing requirements and how to complete a basic labor forecast. See Part 4 of the Club Opening Plan for how to conduct a break-even analysis. (The Club Opening Plan is available on the Club page at the HQ AFSVA web site at <http://www.afsva.af.mil>.)

Chapter 3

FOOD OPERATIONS

3.1. Quality Service. Focus on satisfying members. Member feedback is essential, and an active customer service measurement program is part of the Performance Based Awards (PBA) criteria. Use the Golden Eagle Club Standards as the foundation for quality product and performance standards. The club manager must establish realistic, measurable, written standards for customer service, preparation, presentation, and the serving of food items. Clear, consistently enforced standards, continuous employee training, and staff empowerment at customer contact points are each essential to member satisfaction. Sound internal controls, quality purchasing and storage practices, effective merchandising, and accurate market assessments are also critical factors in a successful food operation.

3.2. Food Purchasing. The club manager follows these purchasing guidelines:

3.2.1. Develop written specifications for meat, food, and supply items. These specifications must set definite, identifiable standards for each item. Specifications must fit menu needs, desired quality, market availability, and storage capabilities. Purchase food items only from approved sources (see AFI 48-116, Food Safety Program). Only the club manager can approve deviations to specifications. Review specifications at least annually.

3.2.2. Establish par stocks with reorder points for such items as dry goods, canned goods, condiments, fresh and frozen meat items, and supply items. Purchases should be based on forecasted requirements. Local situations and contracts dictate the frequency and system of ordering. Consider cooperative buying with other Services activities. Use the NAF Prime Vendor (PV) as the primary source at bases and sites having a NAF PV contract. Buy for specific needs. The intended use of an item dictates the quality required.

3.2.2.1. Buy the size that provides the best edible yield and suits both the menu and consumption rate.

3.2.2.2. Buy in terms of "edible portion" costs. For information on how to determine edible portion costs see the Air Force Fast Food Management Guide. (It is available in the Food Operations section of Club Operations Guide, or on the Air Force Services Agency web page at <http://www-r.afsv.af.mil>.)

3.2.2.3. Buy canned items in the container size most beneficial to production requirements.

3.2.2.4. Buy fresh produce and vegetables by count, size, and weight when possible, not by case, box, crate, etc.

3.2.2.5. Using prepared items (convenience foods) can reduce labor costs and food production time, but the offset is usually higher cost.

3.2.2.6. Keep inventories as low as possible and within your pre-established inventory levels. Turn over food inventories a minimum of once per month.

3.3. Receiving Procedures. The club manager designates, in writing, personnel authorized to receive purchases. Personnel performing ordering cannot be receivers because this violates the most important principle of internal control, separation of duties. Every purchase must be

inspected for safety, quality, and quantity. Receiving personnel should know what was ordered from the vendor so they can tell if the delivery contains any substitutions, overages or shortages. Receiving personnel must count or weigh all items and compare the quantity of each item to the amount listed on the invoice. All items must be counted or weighed in the presence of the delivery person. Both the receiver and the delivery person must initial any corrections to the delivery ticket. See AFMAN 34-212, Control Procedures for Protecting NAF Assets (will convert to AFMAN 34-412), for additional details on internal controls.

3.3.1. Receiving personnel must have a platform scale in good condition. The scale must be calibrated as necessary but at least once every year. Also make available, a two-wheel hand truck, a four-wheel heavy-duty receiving cart, a desk, a properly calibrated thermometer, and applicable clothing (for example, cold weather gear, rubber boots, etc.).

3.3.2. The receipt of free items must be documented on the receiving report.

3.3.3. If questions arise about quality or acceptability of a substitute item, receiving personnel should request assistance from management.

3.3.4. Food safety concerns of primary importance at receipt include temperature, approved sources, and contamination of food. Cold foods should be received at no more than 41 degrees Fahrenheit. Hot foods, if procured, should be received at no less than 140 degrees Fahrenheit. Approved sources must be in accordance with AFI 48-116, Food Safety Program. The delivery vehicle should be sanitary and food packaging should be adequate to prevent contamination of foods. Contact base Public Health for assistance with any food safety concerns.

3.4. Storage Control. Refrigerator and freezer temperatures must be controlled to prevent spoilage, maintain quality, and prevent food poisoning. The club manager must:

3.4.1. Keep storage loss to a minimum. Storage includes refrigeration (both freezer and chilled), dry storage, in-use storage, and leftover storage.

3.4.2. Implement stock rotation – the oldest products should be used first. Place new products behind or below older products in the storage area.

3.4.3. Provide properly calibrated thermometers for all refrigeration units. Assign a responsible person to record temperatures at the beginning and end of each workday.

3.4.4. Make sure opening devices that can be operated from the inside are installed on walk-in unit doors.

3.4.5. Have a sign posted on the outside of door of each walk-in unit stating, "Make sure no one is inside before closing or locking."

3.4.6. Coordinate with the Services commander or division chief for the designated location of emergency cold storage.

3.4.7. Display a prominent sign in the refrigeration area, reading, "The emergency number to be called for loss of refrigeration is ____." Ensure base Public Health is notified when refrigeration failures occur.

3.4.8. Maintain freezers at 0 degree Fahrenheit or less.

3.4.9. Keep chill refrigerators between 34 and 41 degrees Fahrenheit.

- 3.4.10. Lock all bulk storage areas, refrigerators, and freezers when not in use.
- 3.4.11. Limit and control the number of persons authorized access to storage areas.
- 3.4.12. Before the start of each shift, make sure in-use freezers, refrigerators, and storage areas contain a sufficient quantity of food supplies for the anticipated volume of business.
- 3.4.13. Maintain an issue record that allows only personnel designated in writing to draw supplies.
- 3.4.14. Control keys effectively via a key control policy detailed in an OI.
- 3.4.15. Change locks or combinations when personnel having access depart or when pilferage is suspected.
- 3.4.16. Keep leftovers to a minimum using realistic food production orders and forecasts. However, all food operations have some leftovers and care must be exercised to provide proper handling as specified in AFI 48-116.
- 3.4.17. For procedures concerning issues from the NAF Central Storeroom, see AFI 34-209 (will convert to AFI 34-409). If the club uses a decentralized storeroom, a locally devised form may be used to record issues to activities.

3.5. Sanitation. The current version of the Air Force Food Code is the sanitation standard (see AFI 48-116). General areas of importance include:

- 3.5.1. Personnel. Ensure that a person knowledgeable in Air Force Food Code requirements is identified as a person in charge. A person in charge must be present for all hours of operation. Do not allow ill personnel to handle foods or work with food equipment and utensils. Monitor employees daily for signs of illness such as diarrhea, fever, vomiting, jaundice (yellowing of the skin, eyes, etc.), sore throat with fever, or draining skin lesions. Contact base Public Health for questions related to ill personnel. Personnel must wash their hands frequently and whenever their hands become contaminated. Coordinate sanitation training for new personnel with base Public Health.
- 3.5.2. Food Handling. Use a properly calibrated thermometer to regularly monitor food storage, cooking, cooling, and reheating temperatures. Do not contact ready to eat foods with bare hands (use gloves, tissues, tongs, or other utensils instead). Store and handle foods properly to prevent contamination. Label potentially hazardous foods appropriately.
- 3.5.3. Equipment and Utensils. Ensure food contact surfaces (to include equipment and utensils) are maintained, cleaned, and sanitized properly at the correct frequency and are replaced or repaired when severely dented or scratched.
- 3.5.4. Physical Facilities and Poisonous Materials. Ensure plumbing is properly maintained. A clean facility offers the best opportunity for prevention of pests. Coordinate other pest prevention and control measures with base Public Health and Entomology. Poisonous or toxic materials must be properly labeled and stored.

3.6. Food Inventory. The club manager ensures a complete physical inventory of all food items is performed at least monthly. In addition, conduct a physical inventory of high cost food items at least once per calendar week. See AFI 34-209 (will convert to AFI 34-409) and AFMAN 34-214 (will convert to AFMAN 34-414).

3.7. Food Production Controls. The primary purposes of food production controls are to produce the correct quantities of food based upon the forecasted customer count, control food costs, and ensure consistency through standardized recipes.

3.7.1. Clubs must use a food production control system with the following components: product specifications, standardized recipes, cyclic menus, and food production forecasts. At the minimum, menus must be reviewed semi-annually and revised as required. Proper control of food cost depends on accurate forecasting, purchasing food only as needed, proper preparation, and portion control. Use the Product Mix (PMIX) Report generated by the POS system as a source document to help prepare the food production forecast. The chef or kitchen manager uses the food production forecast, principles of cooking, and standardized recipes as tools to maintain proper food production control. Management communicates the forecast to production personnel using AF Form 967, Food Production Order, or a MAJCOM approved substitute system.

3.7.1.1. AF Form 967 or approved substitute is maintained in the chef's or food production manager's office so the menu and future production reports can reflect changes to production and eliminate slow moving items. A copy of the AF Form 967 (or approved substitute) is made available at the kitchen workstations.

3.7.1.2. Use the Air Force Clubs Core Menu standard recipes for at least 80 percent of the club's menu items. A standardized recipe is a recipe that has been adapted to an operation, tested a number of times, and found consistently satisfactory. It is based on the portion size and yield requirements of the individual food service operation. Using standardized recipes ensures members receive a uniformly high quality product, costs are controlled, and production and planning are simplified.

3.7.1.3. For the non-core portion of the menu, the club manager must make sure standardized recipes are written in a standard format, and that he/she tests and approves each recipe before it is put into use.

3.7.1.4. Portion control is one of the most important factors of food cost. The club manager makes sure each food item served is assigned a standard portion size based upon exact weight, volume, size, or count. Ensure servers have the necessary utensils to serve the correct portion size. Include standard portion sizes on standardized recipes and AF Forms 967.

3.7.2. Menu Cost Cards. The club manager ensures:

3.7.2.1. Menu cost cards are developed for all menu items served.

3.7.2.2. Menu cost cards include: recipe title, selling price, ingredients, portion size, edible portion cost, recipe cost, food cost percentage, number of servings, contribution margin (profit), and supplies used as a normal component of the finished product, (i.e. boxes, circles, clam shell, etc.). The cost of these supplies must be added to the menu item's selling price.

3.7.2.3. Cost cards are reviewed quarterly and revised as required.

3.7.2.4. The format used is standardized. Computerized menu cost cards are the Air Force standard.

3.7.3. **Cyclic Menus.** A cyclic menu offers a number of items on a revolving basis to ensure variety, popularity, and profitability. The use of cyclic menus is required for cafeteria operations. The club manager must approve all cyclic menus and changes.

3.7.4. **Sales Controls.** Sales controls provide internal control measures in the food sales outlet through use of guest checks, scatter sheets, inventories, electronic cash registers (ECR), POS equipment, and other food cost control systems.

3.7.4.1. Scatter sheets, AF Form 967 (or computerized substitute), and daily inventories (as deemed necessary by management), combined with effective guest check controls and managerial oversight, provide control of club food items. The daily inventory indicates what was used and the guest check, scatter sheet, or AF Form 967, when reconciled with cash register sales, indicates if payment was received for all items. Daily cash register receipts should equal the daily food sales value as computed from checks or scatter sheets. The club manager reviews all documents daily to control food costs. Use management reports generated by the POS system and management information system (MIS).

3.7.4.2. Scatter sheets are a management tool used to determine the accuracy of menu consumption and must be used for each meal period. Additional information provided by a scatter sheet includes reconciliation of register tapes with menu items served, identification of slow moving menu items, sales mix information, and cost of goods. Computerized products are preferred. At a minimum, ECRs that produce management reports are mandatory.

3.7.4.3. When guest checks are used, the club manager must make sure the central cashier controls and issues them on AF Form 1875, NAF Individual Cashier's Report, or equivalent computerized form. Reconcile used and unused guest checks on AF Form 1875 or equivalent computerized form.

3.8. Nutrition. Wholesome and nutritious products and procedures are a necessity in all food production. The club manager must support and merchandise Air Force nutrition programs. See AFI 40-104, Nutrition Education.

3.9. Equipment Maintenance. Maintain an equipment log containing a description of each piece of equipment, date acquired, maintenance and cleaning schedules, and agency responsible for maintenance. The club manager must:

3.9.1. Establish cleaning and preventive maintenance schedules for all equipment.

3.9.2. Keep a work order log to track repairs.

3.9.3. Forecast when equipment will wear out and budget for its replacement.

3.9.4. Stay abreast of the latest developments and innovations in the food service equipment industry.

3.10. Cost of Sales Problems. There are eight essential steps in the food cost control process: 1) Setting a food cost objective (percentage), 2) establishing standard recipes for all menu items, 3) establishing standard portions for all items served, 4) setting the selling price based upon unit cost, 5) controlling purchasing, receiving, production, and waste, 6) regularly monitoring food cost, 7) enforcing internal control procedures, and 8) performing food sales mix analysis at least

twice per year. See [Attachment 3](#) for some information on troubleshooting cost of sales problems.

3.11. Air Force Signature Brands. Signature Brand operations must comply with Air Force directives. In addition, each Air Force Signature Brand has its own unique operations guide. See the applicable Signature Brand operations guide for standards, procedures, and requirements. Signature Brand operations guides are available from HQ AFSVA/SVIC.

3.12. Name Brand Operations. See AFI 34-272 for policy. Name brand operations must comply with Air Force directives, unless specific exceptions are listed in the contract, and approved by HQ USAF/ILV and the applicable OPR at HQ USAF. For operating procedures, see the applicable name brand operations guide. These may be obtained from HQ AFSVA/SVIC.

Chapter 4

BEVERAGE OPERATIONS

4.1. Beverage Management. Knowledge of beverage service, procurement practices, storage, control, dispensing, and merchandising techniques is essential. Focus on satisfying members. Use the Golden Eagle Club Standards as the foundation for quality product and performance standards. The club manager must establish realistic, measurable, written standards for customer service, preparation, presentation, and the serving of beverage items. Clear, consistently enforced standards, continuous employee training, and staff empowerment at customer contact points are vital to member satisfaction. Sound internal controls, quality purchasing and storage practices, effective merchandising, and accurate market assessments are also critical to a successful beverage operation.

4.1.1. Ensure each employee that sells or serves alcoholic beverages and everyone who supervises them receives initial Dram Shop training before starting work. Refresher Dram Shop training is required at least once per year. Document this training on the employee's AF Form 971. See AFI 34-219, Alcoholic Beverage Program, for specific details on documenting this Dram Shop training.

4.2. Beverage Purchasing. The club manager must make sure:

4.2.1. Alcoholic beverages are purchased in accordance with the procurement limitations outlined in AFI 34-219. Purchase by specific brands, from the best source considering price, item availability, minimum order requirements, and delivery.

4.2.2. Bar operation costing and sales mix analysis is accomplished at least twice a year.

4.2.3. Each bottle of spirits/liquor is marked to identify club stock.

4.2.4. Establish and record inventory par stock levels for all bar items based on average consumption. Par is the number of bottles, by brand, to be stocked in each bar station or storage location. Par levels are based on the minimum number of bottles of any one brand needed for the period being stocked. Turn over the beverage inventory at least once per month.

4.2.5. Vendors list discounted or free items on the invoice as a purchase discount. Reflect such discounts in the activity's inventory.

4.3. Beverage Accountability. The club manager must use the following procedures to control beverages:

4.3.1. Secure all beverages and supplies when not in use and account for keys at all times.

4.3.2. Conduct physical inventories of bars at least monthly.

4.3.3. Keep a standard price list readily available for customers and employees.

4.3.4. Make sure bartenders use standard recipes to make mixed drinks.

4.3.5. Safeguard against persons bringing alcoholic or other beverages into the club for on-premise consumption.

4.3.6. Establish a standard shot size (1 ounce).

- 4.3.7. Provide a standard measuring (pouring) device for bartenders, and require its use.

Chapter 5

CATERING OPERATIONS

5.1. Catering Program Management. Use of the Air Force Catering standard brochure, Club Information Catering To You, standard policies, and software is mandatory. Special functions range from light snacks and simple cocktail parties to elaborate wedding receptions and unit dinners with limited protocol, to dining-ins with very specific protocol requirements. The individual booking a function must be a club member. See AFI 34-272 for catering and special function policy. The club manager must:

5.1.1. Provide a special function brochure, Club Information Catering To You, to assist members in arranging for their function. Ensure the contents of the brochure are explained to each function coordinator at the time they receive it. Use the Air Force Catering logo on all catering related correspondence.

5.1.2. Establish standard catering menu selling prices (per person, per item, per dozen, per pound, etc.), facility use charges, service charge, labor, supplies, sundry services, contract items, rentals, and miscellaneous fees or charges. Use the menu layout from the AF standard catering brochure. The following items and services must be included in the established catering menu price: party planning and menu selection assistance, wait staff to serve guests, standard table and chair setups to include labor, china, glassware, silverware, and appropriate chaffers, sternos, and trays for menu items chosen; house linens, cocktail napkins, standing or table top podium, registration, cake or display table, United States and Air Force flags when available.

5.1.3. Ensure charges and prices for all goods and services are standard to all, including official functions and community relations events. This does not preclude package deals, discounts, etc. Do not make special deals for official functions and community relations events that are not available to every member. See paragraph 5.7 for additional procedures pertaining to official functions supported with APFs.

5.1.4. Include special function income and expenses in appropriate activity budgets.

5.1.5. Support sales and cost data with current menu cost cards and business projections.

5.1.6. Use, update, and maintain the Air Force standard catering software and hardware.

5.1.7. Ensure the club staff clearly explains to special function project officers the standard catering policies, and the project officer's responsibilities (see AFI 34-272, Chapter 2). Provide the necessary pro-rata forms and instructions to project officers. See AFSVA Program Training Aid NA-8, Processing & Accounting for Special Functions.

5.1.8. Answer special function project officers' questions, and help them feel comfortable with the process.

5.1.9. As a membership benefit, members do not pay any fee when borrowing (for personal use) small quantities of club daily-use china, glassware, flatware, or tables and chairs, when these items are not needed to support club functions. All borrowed items are signed-out on a hand receipt or log that indicates the current replacement cost of each item, and an explicit return date and time. Members must pay the current replacement cost for any lost, broken, or

damaged items. If the member fails to return the items by the agreed date/time, the club may bill the member for the items. Ice, when available in excess of club needs, is provided to members free of charge. These member-lending benefits do not apply to squadrons and private organizations.

5.2. Special Function Contract. The club manager must ensure each special function is documented using the AF standard catering software. As a benefit of membership, club members are not required to pay room use fees for personal functions. The total contracted food and beverage costs include a service charge that may not exceed 20 percent. The cost of personal gifts will not be included in the charges for a facility, party, or function. Use the Air Force standard catering software package Contract and Banquet Event Order (BEO) form. Provide the customer a copy of the standard contract, and send a copy of the contract, or the appropriate report, to the NAF AO. Distribute copies of the BEO as follows: one copy to the bar, kitchen, special function catering staff, and other departments that may require the function information. Following the event, compute all related charges using the catering software and provide a final invoice to the customer for payment. Forward a copy of the invoice to the NAF AO with AF Form 1875, or equivalent computerized form, on the first business day following the event.

5.2.1. The special function project officer or point of contact must provide a minimum guarantee two business days in advance of the function and agree to make payment for the number specified for functions when food is prepared. The club must not incur a loss due to the poor judgment or miscalculations of special function sponsors. However, common sense and experience in the food business requires occasional cost adjustments. Clubs must establish a local policy on guest count guarantees, and publish it in the catering brochure and on the standard contract. All clubs on a base must use the same standard policy. Guarantees must be between 95 and 100% of the number of guests specified no later than two business days prior to the function.

5.2.2. Minimum guarantee deadlines must be set which allow time for buying and preparing special items. The catering staff contacts the special function project officer/host 10 days in advance of the function to obtain a "ball-park" figure of expected attendees. Final menu arrangements should be made in person and the contract signed within 10 days of the scheduled date of the function. A final number of attendees must be provided by the project officer/host to the club catering staff at least two business days before the function.

5.2.3. The person booking the party is responsible for paying the entire amount of the bill at the conclusion of the event. However, the club will accept payment up to two business days after the event, or for weekend events, on the first business day after the event. A pro-rata sheet listing attendees whose accounts are to be billed for their share of the special function charges is acceptable. Members must sign the pro-rata sheet to authorize the charge to their account. Project officers or hosts must obtain the member's signature. The club manager helps project officers to understand that getting each member's signature and obtaining all the information required on the pro-rata sheets is necessary to ensure payment. Project officers must protect the information on completed pro-rata sheets according to the Privacy Act. See AFI 34-272, Chapter 2 for project officer responsibilities.

5.2.4. The project officer must turn-in the fully completed pro-rata sheets to club management before the function or not later than 1000 on the next workday after the function.

5.2.5. Services personnel should reference procedures in HQ AFSVA Program Training Aid NA-8, Processing & Accounting for Special Functions, to follow up on dishonored checks and declined/denied/uncollected special function charges. After 21 calendar days, activities will write-off all remaining uncollected amounts for the special function to GLAC 774, Uncollected Special Functions. Follow procedures in AFMAN 34-212, Control Procedures for Protecting NAF Assets, for the write-off of special functions. Individual charges exceeding \$1,000 must be approved through the NAF Council by the Installation Commander before being written-off.

5.2.6. The function host/sponsor is responsible for paying for any damage to the club facility, equipment, decorations, or fixtures caused by guests.

5.3. Dining-In. This is a formal dinner function for members of a military unit. The sponsoring unit is responsible for organizing and conducting the dining-in, but the club manager must assist the project officer, particularly with the protocol aspects of the event. See the Club Operations Guide for details on how to conduct a dining-in or dining-out.

5.4. Dining-Out. A dining-out is a formal dinner function for members of a military unit and their spouses or guests. The guidance in paragraph 5.3 above applies.

5.5. Unauthorized Advertisement. Advertisements may be placed only in base newspapers and in other military media such as the Stars and Stripes, Armed Forces Radio and Television, and on-base closed circuit TV. Party/special function sponsors must be informed of this restriction. Further guidance on advertising is contained in paragraph 7.2 of this manual.

5.6. USAF Recruiting Service Support. Air Force Recruiting Service personnel submit SF 44, Purchase Order-Invoice Voucher, to the club for meal and beverage purchases. The base accounting and finance office reimburses the club when they receive the completed SF 44. Attach the club special function form and/or POS receipt(s) to the SF 44. When payment is received, credit "Outside Agency Receivable collected" on an AF Form 1876, NAF Consolidated Cost Center Report.

5.7. Support for Official Appropriated Fund (APF) Functions. APFs are authorized for payment of charges relating to the specific APF events hosted in a club (see AFI 65-106, Appropriated Fund Support of Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities). Using this authorization places the cost of supporting official functions on the Government where it legitimately belongs, and not on the club members. Commanders' calls, flying safety meetings, award presentations, Professional Military Education (PME) graduations, civic events, and change of command ceremonies are a few examples, (not an all inclusive list), of these official functions.

5.7.1. When room charges apply to an APF function, the club manager ensures that separate line items are included on the special function sheet (invoice) for set-up cost, linens, and utilities.

5.7.2. According to AFI 65-106, organizations must use APF contracts to obtain services from Category C activities for official functions. The use of a Blanket Purchase Agreement

(BPA) as the medium for executing this program is recommended. See AFI 65-106 for details.

5.7.3. The use of a Memorandum of Understanding (MOU) between the installation commander and the services commander for use of APFs for official functions is recommended. The MOU provides a document that clearly defines the responsibilities and establishes the relationships between the installation commander and services commander concerning the use of APFs for official functions at Category C Morale, Welfare, and Recreation (MWR) facilities. For the purpose of this MOU, the installation commander is referred to as the supplier and the services commander is referred to as the receiver. (The installation protocol officer acts on behalf of the installation commander as the supplier.) The MOU is designed to protect both parties and maximize support to unit commanders for official functions. When establishing the MOU use the following procedures:

5.7.3.1. The supplier establishes a not to exceed dollar amount for official functions conducted during the fiscal year and specifies this in the MOU. The receiver establishes a club account for official functions.

5.7.3.2. The supplier establishes a decentralized BPA through the installation contracting office and designates who is authorized to place calls against it.

5.7.3.3. The supplier establishes a funding authorization at the installation accounting and finance office for payments, using AF Form 616, Fund Cite Authorization.

5.7.3.4. The club manager coordinates with the supplier (Protocol) to obtain a BPA call authorization number before providing goods and services for an official function. Place this BPA call authorization number on the party contract as the method of payment. This protects the club by ensuring the charges are authorized and approved for payment.

5.7.3.5. Each month the receiver submits an itemized bill to the supplier for all official functions held at Category C activities during the billing cycle.

5.7.3.6. The supplier reviews the bill to ensure all the functions listed are approved official functions. Then the supplier certifies the bill for payment. After certification the supplier submits the bill to Accounting and Finance for payment.

5.7.3.7. The MOU is reviewed annually by the supplier and receiver, or more frequently if deemed necessary by either party.

Chapter 6

OTHER CLUB ACTIVITIES

6.1. Bingo Controls. The services commander or division chief carefully evaluates whether to expand the bingo program to other activities supported by the Morale, Welfare, and Recreation Fund (MWRF). Bingo programs in other Services activities may result in increased costs or dilution of income to the installation MWRF. See AFI 34-272 for club Bingo policy.

6.1.1. Bingo controls focus on three functions: (1) cash, (2) bingo cards, and (3) prizes. The club manager is responsible for the following bingo program procedures:

6.1.1.1. Control cash (during and after sales) according to AFI 34-202, Protecting Nonappropriated Fund Assets (will convert to AFI 34-410).

6.1.1.2. Unless waived by the MAJCOM Director of Services (SV), a POS cash register must be used to sell bingo cards (this does not preclude floorwalkers from selling cards at the tables). However, floorwalkers must sign for all cards received for sale and all sales must be entered into the POS system as soon as practical.

6.1.2. Cash received is controlled by prenumbered tickets, issued by serial number to the patron, or by bingo card serial numbers. The bingo cashier is accountable for any missing numbers when turning in the receipts and AF Form 2046, NAFI Bingo Activity Report. Bingo cashier accountability is based on the number and value of bingo cards sold. Control paper, single-use bingo cards as controlled forms.

6.1.3. Individual cash prizes less than \$1,200, may be paid from the special activity (imprest) prize fund. When approved by the resource management flight chief (RMFC), payment may be made from cash receipts. Control cash during and after sales. See AFMAN 34-212.

6.1.3.1. Complete Internal Revenue Service (IRS) Form W-2G, Certain Gambling Winnings, for winners of \$1,200 or more. The W-2G need not be completed when a foreign national wins \$1,200 or more in bingo conducted in a foreign area, and the foreign national involved completes IRS Form W-8, Certificate of Foreign Status. The completed IRS Form W-8 is retained at the installation involved.

6.1.4. Use the following forms and procedures for the bingo merchandise prizes:

6.1.4.1. Record bingo merchandise prizes bought and received on AF Form 2045, Bingo Perpetual Inventory. When the prize is awarded, the cashier must complete the "Issue" column of the AF Form 2045. AF Form 2045 has the date each merchandise item was received (column A) which is recorded immediately after receipt of the item in the activity. For security reasons, the AF Form 2045 is maintained by someone other than the person who has access to the bingo prizes.

6.1.4.2. The bingo cashier or clerk prepares a prenumbered AF Form 2046 for each session. The "Cost" column of the AF Form 2046 shows the cost of the prizes awarded to the winners. Ensure winners sign the AF Form 2046 before receiving prizes. The "Cost" column is totaled after the bingo session. Attach the completed AF Form 2046 to AF Form 1875 or equivalent computerized form.

6.1.5. “Quick-Shot” Bingo Controls. Have a witness present to observe the drawing of the numbers. “Quick-Shot” bingo cards must be pre-numbered. The head cashier or club manager controls and issues the “Quick-Shot” bingo cards as accountable forms. They are issued by serial number to the employees who sell them. Record the serial numbers of the “Quick-Shot” bingo cards issued on the AF Form 1875 or computerized equivalent form. Winning cards must be signed and dated by the winner and voided by the cashier making the cash payment to the winner. Winners of individual prizes less than \$1,200 may be paid out of the cashier’s receipts with written approval from the RMFC, see AFMAN 34-212 (will convert to AFMAN 34-412). Follow the procedures in paragraph 6.1.3 above for winners of cash prizes of \$1,200 or more. At the end of the shift, attach the winning cards to the AF Form 1875 as back-up for the payments to winners. Turn-in all unused “Quick-Shot” bingo forms with the AF Form 1875 or computerized equivalent form. The cashier is accountable for any missing numbers. Control cash according to AFMAN 34-212 (will convert to AFMAN 34-412).

6.2. Monte Carlo (Las Vegas) Events. Monte Carlo events can be conducted in clubs to support membership programs if conducted with the approval of the support group commander in accordance with AFI 34-272 and DoD Directive 5500.7, Standards of Conduct, August 30, 1993 with Change 1, November 2, 1994; and DoD Regulation 5500.7, Joint Ethics Regulation, August 1993 with Change 1, November 2, 1994. The club manager must enforce the following procedures:

6.2.1. Nonmonetary prizes must be awarded. Games or activities which result in participant "winnings" must be conducted with some form of money substitute. At the end of the games, prizes can be awarded to players with the most or least "winnings." Also, an auction can be held permitting players to bid their "winnings" on items purchased especially for the event.

6.2.2. Once a participant purchases a money substitute, no reimbursement can be made for any unused portion. Money substitutes cannot be used to buy resale items, including food and beverages. Players may not exchange money substitutes for legal tender (currency or coin) at any time.

6.3. Entertainment. The club manager:

6.3.1. Ensures entertainment is in good taste and does not offend the audience. Do not allow nude or topless entertainers or workers.

6.3.2. Writes rules governing performers’ conduct as a part of their contract.

6.4. Activities Operated by Short-Term Concessionaires. Short-term (60 calendar days or less) concessionaire services with commercial vendors for the sale of items, such as clocks, jewelry, and art work, are authorized when such items are not offered for sale by the Army and Air Force Exchange Service (AAFES). The club manager must coordinate any such commercial vendor sales with AAFES. See AFI 34-262, Services Programs and Use Eligibility. Contracts must be according to AFMAN 64-302, Nonappropriated Fund Contracting.

6.5. Barber and Beauty Shops. The Services commander or director must coordinate barber and beauty shop concessionaire contracts with AAFES. If these concessionaire contracts are club operated, they must either stipulate a fixed return to the club or provide for a percentage of the income. Be sure to consider the cost of club paid utility expenses when establishing or

renewing these concessionaire agreements. The club manager operating on a percentage basis must make sure the cash register is read and cleared on the last day of the accounting period and an AF Form 1875 is completed. When operating the shops as part of the club, an AF Form 1875 or equivalent computerized form must be completed for each day's business. See AFI 48-117, Public Facility Sanitation, for beauty and barbershop sanitation standards. These sanitation requirements must be included or referenced in concessionaire contracts.

6.6. Swimming Pools and Bathing Beaches. Charge a fee to fund club operating costs or designate a portion of monthly dues for this purpose. The support group commander approves the portion of the dues set aside for this purpose. If dues income is used, designate the applicable portion as “unearned income.” Then pick up an equal portion of this unearned income as an “administrative fee” each month during the period of operation. Submit an AF Form 1875, or equivalent computerized form, for all fees collected. See AFI 48-117 and AFOSH Standard 48-14, Swimming Pools, Spas and Hot Tubs, and Bathing Areas, for sanitation requirements and standards.

6.7. Point of Sale System. A standard Aloha POS system purchased for all Air Force clubs is a part of a major standardization initiative. This investment will be effective for Services only if the system is properly used, and kept current and standard across the Air Force. The Air Force Nonappropriated Fund Purchasing Office has established a centrally managed, base funded agreement to keep the POS system both current and standard. This centralized maintenance agreement reduces cost and saves troop dollars across the entire Air Force club system. Participation in this POS maintenance agreement by Air Force clubs is mandatory.

Chapter 7

PROMOTIONS

7.1. Promotional Activities. The installation commander can authorize promotional activities involving vendor's or firm's merchandise or commercial products, up to and including \$1,000. This authority may be delegated to the services commander or division chief. See AFI 34-407, Air Force Commercial Sponsorship Program. The following minimum guidelines apply:

7.1.1. Promotional activities or events must be available to all club members. They are not normally scheduled in conflict with other club activities that regularly draw good patronage.

7.1.2. The club manager and the commercial vendor or firm must sign a certificate of mutual agreement to authenticate the terms and conditions under which the event is to be held ([Attachment 2](#)). Make sure the installation commander (through the services commander or division chief) approves each proposed event. Accept and account for donated items according to AFI 34-201.

7.1.3. MAJCOM/SV approves and sets other guidelines on promotional activities as necessary. See AFI 34-407.

7.1.4. Promotional devices offering members free items based on chance can be accepted only when made available without charge. They can be issued or mailed with members' club statements to be redeemed for goods or services at the club. They cannot be redeemed for cash, used to pay dues, used as a tip or gratuity, or be used to purchase concessionaire merchandise or services. (See AFI 34-201.)

7.1.5. Club card drawings are authorized. These are generally held one or more days each week and require a member to be present to win. If the jackpot is not won, a consolation prize, such as a free dinner, can be awarded to one of the members who is present for the drawing. The jackpot can be increased until someone wins it, or the club manager selects a point at which numbers are drawn until the prize is won.

7.1.6. Members can be given a ticket or ticket stub with various purchases throughout the month or on special occasions. Cash register receipts can also be used. Each ticket or receipt must be signed and then deposited in a central collection point. Winners must sign a receipt for the prizes they receive. Members are not always required to be present to win, but must always show their club card to claim the prize.

7.2. Publicizing Activities and Programs. Club activities and programs can be published in club calendars and monthly bulletins and in installation and civilian enterprise newspapers and the like (that is, publications prepared for installation use by civilian firms). When advertisements are placed in such civilian media for installation use, the statement "Open only to authorized members and guests" must be included, unless the event is open to the general public.

7.3. Conducting Focus Groups. The services commander/division chief ensures that two focus groups sessions are conducted semi-annually. Flight chiefs and club managers function as offices of concurrent responsibility (OCRs) for these focus groups. Each year two focus group sessions will consist of customers age 30 and above, and the other two will consist of customers age 29 and below. Develop focus group questions to complement CORPORATE PRISM and Customer Feedback Survey results. Explore desired improvements and customer satisfaction

ratings. The services commander/division chief provides the focus group results to the support group commander within 30 days after the focus group sessions. Additionally, an analysis of major issues/concerns, resulting program changes or initiatives taken to correct these concerns, and any impediments are due to the MAJCOM/SV on 30 Apr of each year. For information on planning and conducting these focus groups see the Administration section of the Club Operations Guide.

Chapter 8

PROCUREMENT

8.1. NAF Product Source Listing. The club manager must use the Air Force NAF Purchasing Agreements (NPAs) issued by the Air Force NAF Purchasing Office (AFNAFPO) as the primary sources of supply for requirements. The NPA product source listing is on the AFNAFPO web site at <http://www.afnafpo.com>.

8.1.1. Use of the Essential Products Program (EPP) supports the standardization initiative and is mandatory.

8.1.2. Use of the NAF Prime Vendor (PV), where available, is mandatory.

8.2. Commissary Purchases. Clubs may purchase items directly from Commissary stores and the normal surcharge applies.

8.3. General Services Administration (GSA). Any amount of non-resale purchases may be made from GSA. Resale items may not be purchased from GSA.

Chapter 9

SANITATION AND HOUSEKEEPING

9.1. General Information. The club manager must make sure club facilities operate according to sanitation codes and that employees meet personal hygiene standards.

9.2. Food Safety Procedures Training. Food handlers (food and beverage personnel) must be trained according to AFI 48-116, Food Safety Program, to minimize the possibility of food or beverage borne illnesses. The club manager must consult with the installation public health staff to determine local food handler health requirements. All food handlers must receive initial formal training on food and beverage safety procedures. Continuous on-the-job training should also occur throughout employment. The supervisor of each employee who serves or handles food or beverages documents this formal and on-the-job food safety procedures training in the employee's work folder. Use the comments section of the Supervisor's Employee Brief for this action.

9.3. Food Spoilage. Food operation employees must be extremely careful to ensure all food is free from spoilage or contamination, and safe for human consumption. Food must always be protected (during storage, preparation, display, serving, and transport) from potential contamination. Spoilage items costing less than \$100 are absorbed into the cost of goods. Spoilage items costing \$100 or more require certification by the Military Public Health Office. See AFMAN 34-214 (will convert to AFMAN 34-414).

9.4. Pest Control. The base civil engineer is responsible for insect and rodent control and must provide qualified personnel to correct infestations. The club manager must establish a schedule of pest prevention measures.

9.5. General Housekeeping. Club property, inside and outside, must be kept clean and litter free. The club manager must develop regular housekeeping and cleaning instructions. Post the instructions with schedules so they are readily available to employees.

9.6. In-House Sanitation Inspections. The club manager must conduct self inspections at least weekly. Use AF Form 977, Food Facility Evaluation, as a guide. Keep the checklist on file in the club for 90 days. Develop a good sanitation program by conducting an annual employee training program.

Chapter 10

FACILITY MANAGEMENT

10.1. Improvement Projects. AFI 34-105, Programming for Nonappropriated Fund Facility Requirements, (will convert to AFI 34-205) provides guidance and procedures for planning, programming, and funding NAF capital improvement projects as well as developing and executing a long-range capital improvement plan. Additional information on NAF facility issues is available in the facilities area on the AF Services Agency web site at <http://www-r.afsv.af.mil>.

10.2. Minor Maintenance and Repair. Regularly scheduled inspections reduce maintenance costs. The club manager must:

10.2.1. Establish a routine inspection system to reduce hazards and determine replacement or maintenance needs.

10.2.2. Develop employee inspection and cleaning assignments for frequently used equipment. Document the inspection frequency and cleaning requirements in the club's OI on facility and equipment maintenance.

10.2.3. Decide how often other equipment, furniture, and fixtures should be inspected and cleaned, based on condition, age, and usage. Document this in the club's OI on facility and equipment maintenance.

10.2.4. Designate a club employee with management responsibility to receive discrepancy reports and have property repaired or replaced.

10.2.5. Report inadequate facilities and safety hazards to the base civil engineer. Maintain a work order call log in the club office.

10.2.6. Use the most cost effective source for maintenance and repair. In addition to cost, consider quality and reliability of products and services.

10.3. Fire Prevention. See AFI 32-2001, The Fire Protection Operations and Fire Prevention Program. The club manager must:

10.3.1. Ensure all decorations are fire resistant and meet the base fire standards. Obtain a copy of the standards from the base fire department and attach them to the club OI on fire prevention.

10.3.2. When a function is booked, inform decorating committees of these fire prevention standards to avoid misunderstandings and wasted funds.

10.4. Building Safety. The club manager must coordinate with the base safety office to establish a general safety program to include routine inspections and personnel training.

10.5. Energy Conservation. Club management trains employees to practice energy conservation techniques. Taking advantage of an energy audit (offered free by most utility companies), is an excellent means of identifying waste and ways to reduce utility consumption. Monitor monthly utility expenses to make sure the charges are billed correctly. Ensure base civil engineers inspect and clean the heating, ventilation, and air conditioning (HVAC) unit and clean

or replace air conditioning filters at least annually, and more frequently if conditions warrant. Continuously look for ways to use energy more efficiently.

MICHAEL E. ZETTLER,
Lt General, USAF
DCS/Installations & Logistics

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DOD Regulation 5500.7, Joint Ethics Regulation

AFPD 34-2, Managing Nonappropriated Funds AFI 32-2001, The Fire Protection Operations and Fire Prevention Program

AFI 34-105, Programming for Nonappropriated Fund Facility Requirements (will convert to AFI 34-205)

AFI 34-201, Use of Nonappropriated Funds(will convert to AFI 34-403)

AFI 34-202, Protecting Nonappropriated Fund Assets (will convert to AFI 34-410)

AFI 34-209, Nonappropriated Fund Financial Management and Accounting (will convert to AFI 34-409)

AFI 34-219, Alcoholic Beverage Program

AFI 34-254, Services Education and Training

AFI 34-262, Services Programs and Use Eligibility

AFI 34-272, Air Force Club Program

AFI 34-301, Nonappropriated Fund Personnel Management and Administration

AFI 34-407, Air Force Commercial Sponsorship Program

AFI 40-104, Nutrition Education

AFI 48-117, Public Facility Sanitation

AFI 48-116, Food Safety Program

AFI 65-106, Appropriated Fund Support of Morale, Welfare and Recreation and Nonappropriated Fund Instrumentalities

AFMAN 34-212, Control Procedures for Protection of NAF Assets(will convert to AFMAN34-412)

AFMAN 34-214, Procedures for Nonappropriated Fund Financial Management and Accounting (will convert to AFMAN 34-414)

AFMAN 34-310, Nonappropriated Fund Personnel Program Management and Administration Procedures

AFMAN 64-302, Nonappropriated Fund Contracting

AFOSH Std 48-14, Swimming Pools, Spas and Hot Tubs, and Bathing Areas

AFSVA Program Training Aid CL-2, Controlling Labor Costs

AFSVA Program Training Aid CL-14, Procedures for Transfer of Club Membership

AFSVA Program Training Aid CL-15, Club Membership Card Program User's Guide

AFSVA Program Training Aid NA-8, Processing & Accounting for Special Functions

AFSVA Program Training Aid NA-16, Recording Cost of Employee Meals

Air Force Fast Food Management Guide

Club Opening Plan

Club Operations Guide

Club Works (<http://www.Club-Works.com>)

Club Works User's Guide

Golden Eagle Club Standards

Services Agency web page (<http://www-r.afsv.af.mil>)

Abbreviations and Acronyms

AAFES—Army & Air Force Exchange Service

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFNAFPO—Air Force Nonappropriated Fund Purchasing Office

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFSVA—Air Force Services Agency

APF—Appropriated Fund

BEO—Banquet Event Order

BPA—Blanket Purchase Agreement

CAP—Civil Air Patrol

DoD—Department of Defense

ECR—Electronic Cash Register

EPP—Essential Products Program

GSA—Government Services Administration

HQ—Headquarters

HQ AFSVA/SVIC—Headquarters Air Force Services Agency, Clubs Division

HQ AFSVA/SVXH—Headquarters Air Force Services Agency, Human Resources Division

HQ USAF/ILVP—Headquarters United States Air Force, Services Programs Division

HVAC—Heating, Ventilation, and Air Conditioning

IRS—Internal Revenue Service

MAJCOM—Major Air Command

MIS—Management Information System
MOU—Memorandum of Understanding
MWR—Morale, Welfare, and Recreation
MWRF—Morale, Welfare, and Recreation Fund
NAF—Nonappropriated Fund
NAF AO—Nonappropriated Fund Accounting Office
NAF—Nonappropriated Fund Instrumentality
NPA—Nonappropriated Fund Purchasing Agreement
OCR—Offices of Concurrent Responsibility
OI—Operating Instruction
OPR—Office of Primary Responsibility
PBA—Performance Based Awards
PCS—Permanent Change of Station
PME—Professional Military Education
PMIX—Product Mix
POS—Point of Sale
PV—Prime Vendor
RMFC—Resource Management Flight Chief
ROTC—Reserve Officer Training Corps
SOFA—Status of Forces Agreement
SPD—Standardized Position Description
SPG—Standardized Position Guide
SSAN—Social Security Account Number
SV—Services
SVIC—Clubs Division
TDY—Temporary duty
USAF—United States Air Force
WQTP—Work Qualification Training Plan

Attachment 2

**SAMPLE CERTIFICATE OF MUTUAL AGREEMENT (AUTOMATED FORMATS
MAY BE USED)**

Activity: _____	Date: _____		
Name and Address of Commercial Firm:			
<div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div>			
Promotion:			
<div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div>			
Date of Event: _____			
Description of Promotion (Include Estimated Cost):			
<div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div>			
<p>CERTIFICATION It is agreed that as a result of the donation of products described above, the donor will not be granted any special concession or privilege, neither the firm nor its donation will be acknowledged publicly, and the sponsor/contributor will not use this promotion in its advertising.</p>			
<div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> Agent/Owner of Donating Firm	<div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> Date	<div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> Club Manager	<div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> Date
APPROVED/DISAPPROVED			
<div style="border-bottom: 1px solid black; height: 15px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> Installation Date </div>			
Commander			

Attachment 3

TROUBLE SHOOTING COST OF SALES PROBLEMS

Section A3A- Review the Paperwork and Physical Counts

A3.1. When you think you have a cost of sales problem the first thing to do is to check the paperwork. Our accounting system uses the following formula to compute Cost of Sales: Beginning Inventory + Purchases - Ending Inventory = Cost of Sales.

A3.2. Check the Beginning Inventory number. It should be identical to Ending Inventory number from the previous period. If it is not exactly the same, contact your NAF AO.

A3.3. Check for missed transfers and also check the accuracy of each for cost, quantity, math errors, etc.

A3.4. An accurate physical inventory is essential. Use your computerized inventory management system to generate a variance report. It will tell you the actual use by item compared to the ideal ("should have" used) based upon the sales data you input (use the POS interface). If you don't have this capability, you can compare sales with inventory count sheets. Recount items with abnormal variances. Be sure to consider any sales and items received since the original inventory was completed.

A3.5. Review the inventory count sheets and compare them with those from previous months, looking for unusual variances. Carefully check inventory extensions to ensure they are accurate. Check the units and the unit cost. Check the math on the inventory extensions if these are not done by computer.

A3.6. Next check to ensure the purchases are accurately recorded for the period. Review all your daily purchases for the month and add them up. Do not forget to include items purchased via petty cash, IMPAC Card, and purchase orders.

A3.7. Now compute your cost of sales using the formula above, and the numbers for Beginning Inventory, Purchases, and Ending Inventory from your research. Do you have a cost of sales problem now, or was it just a paperwork error? {Caution: To get an accurate figure you will need to add in transportation cost and Commissary Surcharge – GLAC 4012.}

Section A3B— Step 2: Variance Analysis

A3.8. You have already reviewed the paperwork and found that you have an actual food cost problem, not just a paper problem. Now you need to find the source of this problem. The next step is to figure out which items are causing the cost problem. Finding the cause will be simple, If you are using the standard computerized inventory management software and inputting the data each workday. The "Management Summary," "Item Use Report," and "Item Use Group Summary" reports are all available to each Air Force club from the basic modules of the software.

A3.8.1. "Management Summary Report:" This is the "flagship" report for managing your inventory. On one page it shows you virtually all the information you need to make food usage control decisions. It provides an overview of sales, actual and ideal cost of goods, and a list of the 15 highest overused items as well as the 5 highest underused items for the report period. Items are ranked by dollars of overused or underused, with the highest first. This

report gives a quick single-page review of the operation and its major problems without burying you in extensive detail.

A3.8.2. “Item Use Report:” This provides basically the same information as the “Management Summary Report” but it includes the details for ALL items in the inventory. The report is organized by item report group, and contains subtotals by group, as well as a grand total for all groups.

A3.8.3. “Item Use Group Summary:” This report shows the subtotals for each item group (from the “Item Use Report”) as well as the grand total for the period. No individual items are shown on this report.

Section A3C— Step 3: Find and Fix

A3.9. Using the above reports you have now identified the inventory items that are “overused.” The term “overused” means that actual use exceeded the ideal use. In other words, stuff is “missing in action.” Possible causes of overuse include: larger portions than specified, poor yield (purchasing or preparation problems), waste, spoilage, purveyor theft, or employee theft. To solve this mystery carefully observe your operation and ask questions such as; “Why did we use 128 steaks last week when we only sold 113?” Get your kitchen management staff involved in helping find the solution. Use a shift Waste Sheet and a special “Waste Bin.” If you want to reduce waste, require the staff to put everything that is wasted (steak burned on grill, etc.) during the shift into the special “Waste Bin.” At the end of the shift have the person in charge of the kitchen go through the “Waste Bin” (wear rubber gloves) and write down on the Waste Sheet everything that is in the bin. Management reviews these daily and discusses the findings with the staff in order to reduce waste.

A3.10. The above list of tips is intended to provide some basic information on how to get started on finding and fixing cost of sales problems. It is by no means all inclusive. Controlling food cost is a continuous task for the club manager. If it is done well on a day-to-day basis it pays big dividends in terms of bottom line results.

Attachment 4**IC 2002-1 TO AFMAN 34-228, AIR FORCE CLUB PROGRAM PROCEDURES**

1 APRIL 2002

SUMMARY OF REVISIONS

This revision incorporates Interim Change IC 2002-1. This interim change deletes the requirement to use AF Form 1216, Food Handler Training Certificate, which is obsolete. It requires the supervisor of each employee who serves or handles food and/or beverages to document food handlers training in the employee's work folder in the comments section of the Supervisor's Employee Brief. Interim Change (IC) 2002-01 entirely replaces paragraph 9.2. A “|” indicates revisions from the previous edition.

9.2. Food Safety Procedures Training. Food handlers (food and beverage personnel) must be trained according to AFI 48-116, Food Safety Program, to minimize the possibility of food or beverage borne illnesses. The club manager must consult with the installation public health staff to determine local food handler health requirements. All food handlers must receive initial formal training on food and beverage safety procedures. Continuous on-the-job training should also occur throughout employment. The supervisor of each employee who serves or handles food or beverages documents this formal and on-the-job food safety procedures training in the employee's work folder. Use the comments section of the Supervisor's Employee Brief for this action.